

Environmental Conflict Resolution and Collaborative Problem Solving (*Mediations and Facilitations*)

Mediator/Facilitator Questionnaire



Name of Project: Printed by USIECR

The U.S. Institute for Environmental Conflict Resolution evaluates all of its projects and cases. You have served as a mediator or facilitator in one of these projects/cases, and the Institute requests your assistance with this evaluation. Your responses will be part of the Institute's ongoing evaluation effort, and the data compiled will provide much-needed information that will be used to improve our programs and services. The average estimated reporting burden for this questionnaire is 30 minutes. This estimate includes time for reviewing the instructions, gathering the data needed, completing, and reviewing the questionnaire. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Institute. The Office of Management and Budget (OMB) number that is displayed on the cover is currently valid and authorizes this collection of information.

Please return your completed questionnaire in the envelope provided to the Program Evaluation Coordinator at:



U.S. Institute for **Environmental Conflict Resolution**

Morris K. Udall Foundation

1. Please list the central issues to this collaborative process:

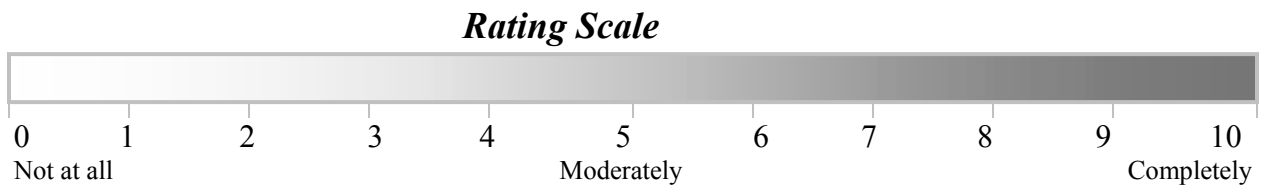
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

2. Please describe the agreement that was sought or reached at the end of the collaborative process. Keep in mind that an "agreement" can be written or unwritten, and includes plans, proposals/recommendations, procedures, collaborative decisions to work together, or settlements. Focus on the outcome at the end of the process, not what may need to or did happen later, and describe it in such a way that all of the participants will recognize it.

3. Please describe the structure of the process that was used (e.g., single collaborative group, steering committee and separate working group, etc.):

4. If this case arose now, would you use the same design structure?

<input type="checkbox"/>	Yes	
<input type="checkbox"/>	No	<p>Please explain why, <u>AND</u> indicate what design structure you would use:</p> <p>_____</p> <p>_____</p>



5. Using the above scale, please rate the following:

Rating	
_____	a. The extent to which the collaborative process involved <u>public input</u> (in addition to the collaborative stakeholder process).
_____	b. The extent to which this collaborative process benefited from public input.

6. How was the public at large engaged in this collaborative process?

Please check the <u>most</u> appropriate box only	
<input type="checkbox"/>	a. The public at large was <u>not involved</u> in the process.
<input type="checkbox"/>	b. The public at large was <u>informed</u> about the process, issues, decisions and outcome (e.g., through websites, media stories, open houses and public meetings).
<input type="checkbox"/>	c. The public at large was <u>consulted</u> during the process to obtain information about issues and concerns and ideas about alternatives, analyses, and decisions (e.g., through surveys, focus groups, public meetings).
<input type="checkbox"/>	d. The public at large was <u>actively involved</u> throughout the process to obtain feedback on a repeated basis regarding alternatives, analyses and decisions (e.g., through workshops or working groups on specific issues).
<input type="checkbox"/>	e. The public at large was <u>part of the collaborative process</u> (e.g., through representatives who participated "at the table" or formal citizen advisory committees).

7. Was a situation or conflict assessment conducted? PLEASE CHECK THE MOST APPROPRIATE BOX ONLY.

<input type="checkbox"/>	Yes, a situation/conflict assessment was conducted separate from the collaborative process itself.
<input type="checkbox"/>	No separate assessment was conducted: the assessment was part of the collaborative process itself.
<input type="checkbox"/>	No assessment was conducted.

8. Did you conduct the situation or conflict assessment?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Not applicable, no assessment was conducted for this case.

9. Using the scale at the top of the page, please rate the following:

Rating	
—	a. The extent to which YOU were involved in determining the structure of the collaborative process that was used in this case/project.

10. How extensive was the situation or conflict assessment?

Check <u>all</u> that apply	
<input type="checkbox"/>	Don't know.
<input type="checkbox"/>	One round of telephone interviews with the key parties identified initially.
<input type="checkbox"/>	More than one round of telephone interviews with the key parties identified initially.
<input type="checkbox"/>	Telephone interviews with additional parties beyond those identified initially.
<input type="checkbox"/>	Conference calls with groups of parties.
<input type="checkbox"/>	In-person interviews with individual parties.
<input type="checkbox"/>	Meetings with groups of parties.
<input type="checkbox"/>	Administration of special instruments, tools, or techniques.
<input type="checkbox"/>	Other, please specify: _____

11. What was the outcome of the situation/conflict assessment (e.g., to whom was the assessment delivered, what were the recommendations, were the recommendations followed)?



12. Using the scale above, please rate the following:

IF NO SITUATION/CONFLICT ASSESSMENT WAS CONDUCTED, PLEASE CHECK "N/A" (NOT APPLICABLE).

Check if N/A	Rating	
<input type="checkbox"/>	_____	Helpfulness of the situation/conflict assessment

13. Please list the names of the mediators/facilitators devoted to this case/project AND identify the specific role each filled.

Names of the mediator(s)/facilitator(s)	Check the most appropriate box <u>only</u>			
	Lead mediator/ facilitator	Co-mediator /facilitator	Assisted the mediator(s)/ facilitator(s)	Other (<i>please specify</i>):
a. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> _____
b. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> _____
c. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> _____
d. _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> _____

14. How many sessions (including conference calls and meetings) were held in conjunction with this particular process?

_____	Number of sessions
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15. Estimate the number of hours you and the other mediators/facilitators devoted to this case/project:

_____	<i>Your</i> hours
_____	<i>Total</i> hours for the <u>other</u> mediators/facilitators (not including your hours). Please write "0" if there were no other mediators/facilitators.

16. How many parties representing distinct interests participated in the process in this case?

_____	Number of parties/distinct interests
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17. Please characterize the participants by doing the following:

- Please indicate THE NUMBER of participants that were included in the process within each of the given categories (e.g., if 2 separate participants represented the state, place a '2' in the box for 'State Government').
- Please CHECK THE BOXES to indicate groups that were NOT included in the process, but that you now think should have been IF APPLICABLE.

Number of participants included in the process <i># of participants</i>	Groups not included, but should have been <i>Check <u>all</u> that apply</i>	
_____	<input type="checkbox"/>	a. Academic – Primary or Secondary Educational Organizations
_____	<input type="checkbox"/>	b. American Indian Interests (whether or not federally recognized), Alaska Native, Native Hawaiian
_____	<input type="checkbox"/>	c. Federal Government
_____	<input type="checkbox"/>	d. State Government
_____	<input type="checkbox"/>	e. Local/Regional Government
_____	<input type="checkbox"/>	f. Advocacy Group for Local, Regional or State Government, (e.g., the National League of Cities)
_____	<input type="checkbox"/>	g. Business, Economic or Business Advocacy Group (e.g., Chamber of Commerce, Manufacturers Association)
_____	<input type="checkbox"/>	h. Community or Public Interest Organization
_____	<input type="checkbox"/>	i. Resource User (e.g., forest products industries, commercial fishing industry, mining)
_____	<input type="checkbox"/>	j. Recreational User (e.g., hikers, clubs for bird-watching, supportive outfitters)
_____	<input type="checkbox"/>	k. Cultural or Historic Preservation Groups
_____	<input type="checkbox"/>	l. Environmental Advocacy/ Preservation/ Conservation or Public Health Organizations
_____	<input type="checkbox"/>	m. Individual Representing My Own Interests
_____	<input type="checkbox"/>	n. Other (PLEASE SPECIFY): _____

18. Please list the organizations that convened this collaborative process (e.g., the organizations that took the leadership role in getting this group together):
(PLEASE LIST BY NAME OF ORGANIZATION)

a. _____
b. _____
c. _____
d. _____

19. Please list the organizations that provided financial assistance for this collaborative process: (PLEASE LIST BY NAME OF ORGANIZATION)

a. _____
b. _____
c. _____
d. _____

Rating Scale



20. Using the scale above, please (1) rate the extent to which you agree with each statement, AND (2) rate the extent to which each of the following was a problem in achieving the goals.

Extent to which you agree with the following		Extent to which the following was problematic
_____	a. Some (or all) participants were not involved in determining the structure of the collaborative process	_____
_____	b. Some (or all) participants were not involved in selecting the mediator/facilitator	_____
_____	c. Some participants were not fully engaged in the collaborative process	_____
_____	d. Some participants did not keep their members/constituents informed during the process	_____
_____	e. Some participants did not understand the key issues (e.g., the legal, scientific, economic issues) in the case or project	_____
_____	f. Some participants did not come to understand the views and perspectives of others	_____
_____	g. The participants were unable to narrow and focus on the key issues in dispute	_____
_____	h. Some participants did not treat other participants with respect	_____
_____	i. Some participants did not follow the ground rules	_____
_____	j. Some participants lacked the skills required for participating effectively in the collaborative process	_____
_____	k. Some participants lacked the time required for participating effectively in the collaborative process	_____
_____	l. Some participants lacked the financial resources required for participating effectively in the collaborative process	_____
_____	m. Some participants did not have access to the information required for participating effectively in the collaborative process	_____
_____	n. Some organizations or interests that should have been included were absent from the collaborative process	_____

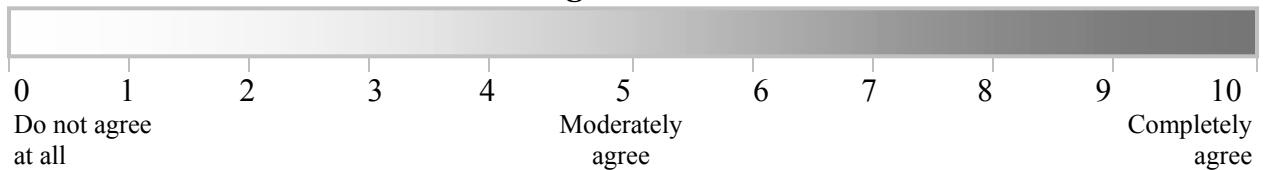
Rating Scale



21. Using the scale above, please rate the following:

Rating	
—	Your own level of <u>familiarity with the substantive issues</u> of the case at the <i>beginning</i> of the process.

Rating Scale



22. Using the above scale, please rate your agreement with the following statements about the use of scientific, legal, economic, cultural, etc., information in the case or project.

IF THE QUESTION DOES NOT PERTAIN TO THE CASE/PROJECT, PLEASE CHECK N/A (“*NOT APPLICABLE*”).

Check if N/A	Rating	
<input type="checkbox"/>	—	a. If needed, resources were available to obtain the relevant expertise/information for this case or project
<input type="checkbox"/>	—	b. Experts were used to educate participants in the collaborative process on the relevant issues
<input type="checkbox"/>	—	c. In general, the relevant information was understood by the participants
<input type="checkbox"/>	—	d. Participants worked to ensure agreement on the meaning of the relevant information

23. What were the 3 greatest challenges that YOU faced as the mediator/facilitator to initiating an effective collaborative process (including barriers to participants' ability to participate)? PLEASE ALSO INDICATE THE EXTENT TO WHICH YOU THINK THESE CHALLENGES HINDERED THE PROCESS BY CHECKING THE APPROPRIATE BOX.

Challenges to initiating an effective collaborative process:	<u>Extent Challenge Hindered Process</u>		
	Minor hindrance	Moderately serious hindrance	Major hindrance
1. _____ _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____ _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____ _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. What was the application of the collaborative process in this case or project?

OUT OF THE FOLLOWING LIST, PLEASE CHECK THE MOST APPROPRIATE BOX.

Check <u>only</u> one	
<input type="checkbox"/>	a. Development of recommendations
<input type="checkbox"/>	b. Preparation of a plan
<input type="checkbox"/>	c. Development of a rule
<input type="checkbox"/>	d. Decision on siting a facility
<input type="checkbox"/>	e. Improve working relationships
<input type="checkbox"/>	f. Mediation of a dispute
<input type="checkbox"/>	g. Combination of a facilitation process (as described in a, b, c, d or e above) and mediation of a dispute
<input type="checkbox"/>	h. Other (please specify): _____

25. Did the process conclude in an “agreement”? CHECK THE MOST APPROPRIATE BOX ONLY AND PLEASE USE THE SPACE PROVIDED TO EXPAND ON YOUR ANSWER.

The term “**AGREEMENT**” applies to the written or unwritten agreement reached by participants in the process, including plans, proposals/recommendations, procedures, collaborative decisions to work together and settlements.

TO ANSWER THIS QUESTION, THINK ABOUT WHAT IT WAS THAT THE GROUP WAS CHARGED TO COME UP WITH AT THE END OF THIS COLLABORATIVE PROCESS.

CHECK <u>ONLY ONE</u>		
<input type="checkbox"/>	Agreement reached on all key issues	<i>Please elaborate on your answer:</i>
<input type="checkbox"/>	Agreement on most key issues	
<input type="checkbox"/>	Agreement on some key issues	
<input type="checkbox"/>	No agreement on any key issues, but progress was made towards addressing the issues or resolving the conflict.	
<input type="checkbox"/>	No agreement, we ended the process without making much progress.	

26. In your opinion, is the “agreement” (as referred to in #25) likely to be durable?

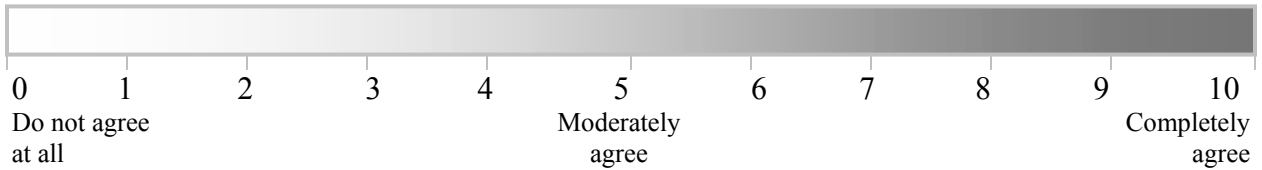
CHECK THE MOST APPROPRIATE BOX ONLY.

<input type="checkbox"/>	a. Yes
<input type="checkbox"/>	b. No
<input type="checkbox"/>	c. Don’t know
<input type="checkbox"/>	d. Did not reach agreement

27. What form did the “agreement” (as referred to in #25) take?

<input type="checkbox"/>	a. Written
<input type="checkbox"/>	b. Oral
<input type="checkbox"/>	c. Combination
<input type="checkbox"/>	d. Did not reach agreement

Rating Scale



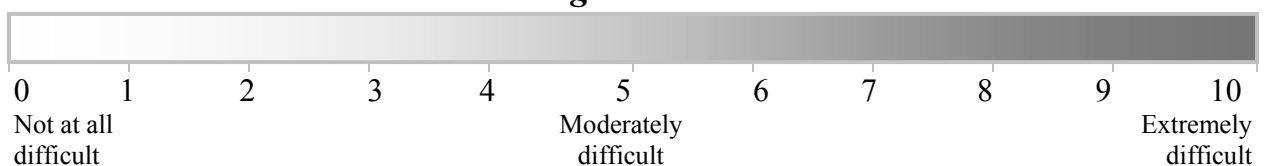
28. Using the above scale, please indicate your level of agreement with the following statements about the *completeness of the agreement*: CHECK “N/A” IF AN ITEM IS NOT APPLICABLE TO THE CASE.

Check if N/A	Rating	
<input type="checkbox"/>	—	a. The agreement identifies responsibilities and roles for implementation.
<input type="checkbox"/>	—	b. The agreement addresses the resources needed for its implementation.
<input type="checkbox"/>	—	c. The agreement provides workable means for adapting to important unanticipated circumstances or changes in conditions.
<input type="checkbox"/>	—	d. Legal requirements have been addressed. <input type="checkbox"/> Check if "Don't Know" (i.e., I don't have the knowledge to answer this question).
<input type="checkbox"/>	—	e. Ways to ensure that participants know when the agreement is fully implemented have been addressed in the agreement.
<input type="checkbox"/>	—	f. A plan for monitoring implementation is included in the agreement.
<input type="checkbox"/>	—	g. All critical issues were addressed in the agreement.
<input type="checkbox"/>	—	h. The agreement is implementable.
<input type="checkbox"/>	—	i. Agreement includes conditions under which the participants will reconvene.
<input type="checkbox"/>	—	j. The agreement contains clear and measurable standards or objectives to be achieved (so it can be determined if the agreement is accomplishing its objectives).
<input type="checkbox"/>	—	k. The agreement meets <i>more of the parties' interests</i> than would have otherwise been met without the collaborative process.
<input type="checkbox"/>	—	l. The agreement took full advantage of relevant information (scientific, economic, cultural, legal, etc.).

29. What were the 3 greatest challenges that YOU faced as the mediator/facilitator to reaching agreement? PLEASE ALSO INDICATE THE EXTENT TO WHICH YOU THINK THESE CHALLENGES HINDERED REACHING AGREEMENT BY CHECKING THE APPROPRIATE BOX.

Challenges to reaching agreement:	<u>Extent of the Hindrance</u>		
	Minor hindrance	Moderately serious hindrance	Major hindrance
1. _____ _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. _____ _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. _____ _____ _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rating Scale



30. Using the scale above, please rate the difficulty of meeting the following objectives:

Rating	
_____	a. The difficulty of <u>developing and implementing an effective collaborative process</u> for this case or project compared to similar cases with which you are familiar or have been involved.
_____	b. The difficulty <u>participants had in reaching agreement</u> , compared to similar cases with which you are familiar or have been involved.

31. Reflecting on the case or project, are there any lessons that should be recorded? WE ARE PARTICULARLY INTERESTED IN KNOWING IF THERE WERE PARTICULAR EVENTS OR FACTORS THAT AFFECTED SUCCESS IN THIS CASE OR PROJECT. IF APPLICABLE, PLEASE ALSO TELL US ABOUT KEY INNOVATIVE OR CREATIVE THINGS IN THE AGREEMENT THAT MIGHT NOT HAVE HAPPENED IN THE ABSENCE OF AN AGREEMENT.

32. Please tell us how we can obtain a copy of the agreement.

<input type="checkbox"/>	a. I will email a copy of the agreement using the email address provided on the cover letter attached to this survey.
<input type="checkbox"/>	b. I will attach a copy of the agreement with this evaluation questionnaire.
<input type="checkbox"/>	c. I would recommend that you contact _____ to obtain a copy of the final agreement. <i>Please provide contact information, if available to you:</i> _____ _____
<input type="checkbox"/>	d. Not applicable/available (e.g., not releasable, no written agreement)

33. Do you have any comments that you would like to add?

IF SO, PLEASE USE THE SPACE BELOW AND ADDITIONAL PAGES IF YOU LIKE. WE ARE VERY INTERESTED IN YOUR THOUGHTS AND REFLECTIONS ON HOW THESE PROCESSES CAN BE IMPROVED.

- 34. The evaluation also asks participants for information about the case/project. Please provide the following information about the participants to help us contact them for the evaluation. If you already have this information in another format, e.g., a spreadsheet, you are welcome to attach that information to this survey instead or email it to the email address supplied on the cover sheet for this survey. Please use an additional sheet if needed.**

Name of Organization: _____

Affected interest/concerned interest represented: _____

Representative at the table: _____

Address: _____

Phone: _____ Email: _____

Name of Organization: _____

Affected interest/concerned interest represented: _____

Representative at the table: _____

Address: _____

Phone: _____ Email: _____

Name of Organization: _____

Affected interest/concerned interest represented: _____

Representative at the table: _____

Address: _____

Phone: _____ Email: _____

Name of Organization: _____

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Address: _____

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Representative at the table: _____

Address: _____

Phone: _____ Email: _____

Name of Organization: _____

Affected interest/concerned interest represented: _____

Representative at the table: _____

Address: _____

Phone: _____ Email: _____

Thank you for taking the time to complete this questionnaire. Your assistance in providing this information is *very* much appreciated.

Please return your completed questionnaire to:

**The U.S. Institute for Environmental Conflict Resolution
Attn: Patricia Orr, Program Evaluation Coordinator
130 South Scott Avenue,
Tucson, Arizona 85701
Telephone: 520.670.5299 Fax: 520.670.5530**

PERSONS WITH DISABILITIES WHO REQUIRE ALTERNATIVE MEANS FOR
COMMUNICATION OF PROGRAM EVALUATION INFORMATION SHOULD CONTACT
THE U.S. INSTITUTE AT (520) 670-5658.